

THE CHANGE REPORT

An Employee Newsletter

Issue 1 November 1998

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- ♦ **One on One** – an interview with the new City Manager
- ♦ **City Manager's Bulletin** – Restructuring Q & A
- ♦ The New Org Chart

Next Issue:

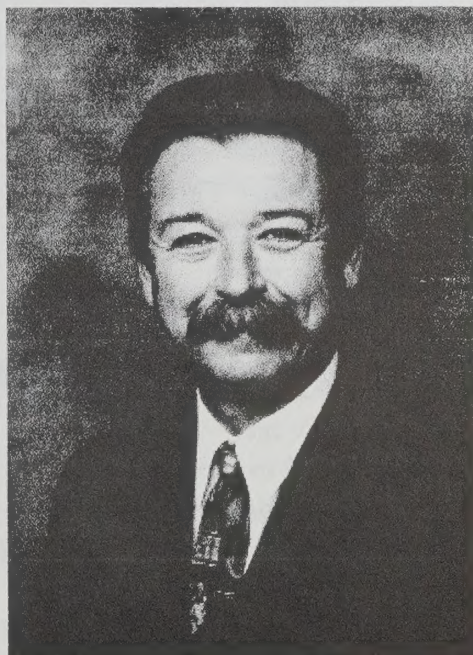
- ♦ The Reorganization Process
- ♦ A new service delivery model

Regular Features:

- ♦ One on One
- ♦ City Manager's Bulletin

The Change Report is a new monthly newsletter for employees of the City and Region on the reorganization project.

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and, most recently, City Manager in Surrey, British Columbia.

Doug Lychak was appointed City Manager for the combined administrations of the Region of Hamilton-Wentworth and City of Hamilton on July 30, 1998 and officially assumed office on August 31st. His appointment as City Manager represents a kind of homecoming since he started his career with the City and Region in the early 1970s, leaving the position of Commissioner of Planning and Development in 1981. Since then, Mr. Lychak has held several senior municipal portfolios across Canada, including Assistant City Manager with the City of Edmonton, City Manager in Mississauga

One on One

The Change Report had an opportunity to sit and talk with the new City Manager, Doug Lychak. What follows is part of that conversation.

CR: How's it feel to be back?

City Manager: Very good. There's a touch of the familiar, but a lot has changed since 1981.

CR: Many employees haven't had the opportunity to meet you, some don't even know what you look like. Will that change?

City Manager: Yes. It has been a very busy few months, trying to get the new structure up and

running, and we're almost there. Meeting employees is the next priority for me. I've visited a number of departments and hope to meet with all City and Regional employees before Christmas. I'm located on the first floor of City Hall and have an open door policy if anyone wants to stop by and visit. My phone number is 546-4263, or leave a message with Connie (Connie Comeau, Administrative Assistant, Office of the City Manager).

CR: Why has it taken so long for your Office to provide us with information on the restructuring project?

City Manager: That's probably my fault. I appreciate that this has been a stressful time for staff given the uncertainty of the project. Over the past two months, considerable work has been undertaken on the reorganization project; we realize that communications is a critical component to any organization, especially during a time of reorganization. Gossip can jam the circuits and the grapevine leads to information warp.

We are rolling out a communications plan. **The Change Report** is part of that effort. Along with my visits to all the departments, I will be hosting quarterly **open houses**. We're serious about responding to employee concerns and questions. "Dial 4167" is a 24 hour message



centre set up that will give employees the opportunity to ask questions and make suggestions.

Responses will be reprinted in **The Change Report**. An electronic "Rumour Board" on the email system is now in place, similar to what is operational in HSR. Questions on the Rumour Board will be answered within 24 hours.

Much of our communications plan is based on direction provided by

Regional and City employees, who formed a "Communications Implementation Team".

We got off to a slow start, but we're on our way.

CR: After being here two months, what's your take on the organizations?

City Manager: Things have to change – radically. Parts of both organizations have been neglected over the years – and it shows. We are also about 3 to 5 years behind in terms of our technology and information needs. The bottom line is that we have less money to work with, while at the same time, our responsibilities are growing as a result of Provincial Downloading. The community is demanding quality services, but they also want value for their money and are cost sensitive.



CR: What do you envision? What's your objective?

City Manager: We have to put in place a smarter, more responsive, fully co-ordinated and integrated organization that will enable us to get a handle on costs and gain speed. The new organization will have to change its shape. I believe in pushing responsibility and accountability down to lower levels, while at the same time reducing the number of levels. We've got to think horizontally,

rather than vertically. We have to make it easier for people to do business with the new organization. We have to "de-bureaucratize" the organization. This can only happen if we can do things quicker and easier inside government. Our operating strategies must also include the use of service standards and monitoring. In terms of what is valued in the workplace, the key is innovation, initiative, creativity, continuous improvement, customer focus and always, teamwork.

CR: What about job losses? I heard that 500 jobs must be cut. Is that part of your mandate?

City Manager: No such number exists. Regional and City Councils have set a savings target of \$25 million to be achieved over the next two years. We will reengineer many of the processes we follow to eliminate steps, cut out duplication, delay, overhead and inefficiency that combine to waste taxpayers' money. We will also consider alternative methods of delivering some of our services. But it's not just about reducing expenditures, it is also about generating savings through non-tax revenues. As a result of all of this, undoubtedly, there will be some job loss.

CR: Thanks for coming out. I hope we can talk again some time.

City Manager: Anytime.

CITY MANAGER'S BULLETIN

Restructuring Q & A

What is being restructured?

The administrations, operations and management of the City and the Region are to be merged and restructured.

Will there be a political merger as well?

Over the past number of decades, the Hamilton-Wentworth region has been subject to a long history of restructuring initiatives. Since 1974, there have been 7 studies; however, the issue of political reform remains unresolved.

Why change and why now?

All municipalities face severe fiscal and service challenges. It's obvious to the casual observer that many of the things that were okay in the 70s, 80s and early 90s cannot be justified any more. If we don't see the need to change or don't seem to be able to lead or co-operate in making the necessary changes, others will make the changes for us. If that happens, we have failed in servicing the citizens of our community.

Who is the employer – Region or City?

The aim is to have all City and Regional employees merged into a

single management corporation. Employees would be responsible for providing services to both city and regional residents.

Will this impact existing corporate policies for both City and Region?

Eventually. The organizational transformation will include a review and consolidation of all corporate policies and procedures.

Will all employees be required to compete for positions in the new organization?

Most immediately, it will depend on whether there is a similar position in the merged organization. For example, since there is only one fire chief in the new organization, that position would not be open to competition.

In the long run, the reorganization could impact all positions in terms of the number of positions, what is done in a position and the expertise required for a position. One of the primary objectives of the reorganization is to reduce the levels of management, to review the spans of control, to look at empowering employees to do more and to give them the tools to carry out their jobs. Some of these changes will take a little longer than others.

Technology will be key to the reorganization and to our long term operational plans. It will impact how we do our work and what we do at work.

Has the new organizational chart been finalized? (see pg. 4)

City and Regional Councils have conceptually adopted the chart. Major changes to the chart are unlikely; however, "fine tuning" may be necessary throughout the reorganization.

When will the merger be complete?

Once the General Manager for Transportation, Operations and Environment is hired.

When will that be?

Before Christmas of this year.

What role do employees play?


We need your support: in the form of practical ideas; in working as an effective team; in accepting the need to break with past practices; in understanding the need to be firm with and take action against unproductive work practices; and in simple terms, to make the changes work. Our future security lies in being "the best" at what we do and able to meet the challenge, scrutiny and evaluation against the best elsewhere! *Resisting change is not an option available to any of us.*



Where to Get & Give Information on the Reorganization


Communications




A number of mechanisms have been put in place for employees to receive updates on the reorganization and to provide feedback on what's going on.

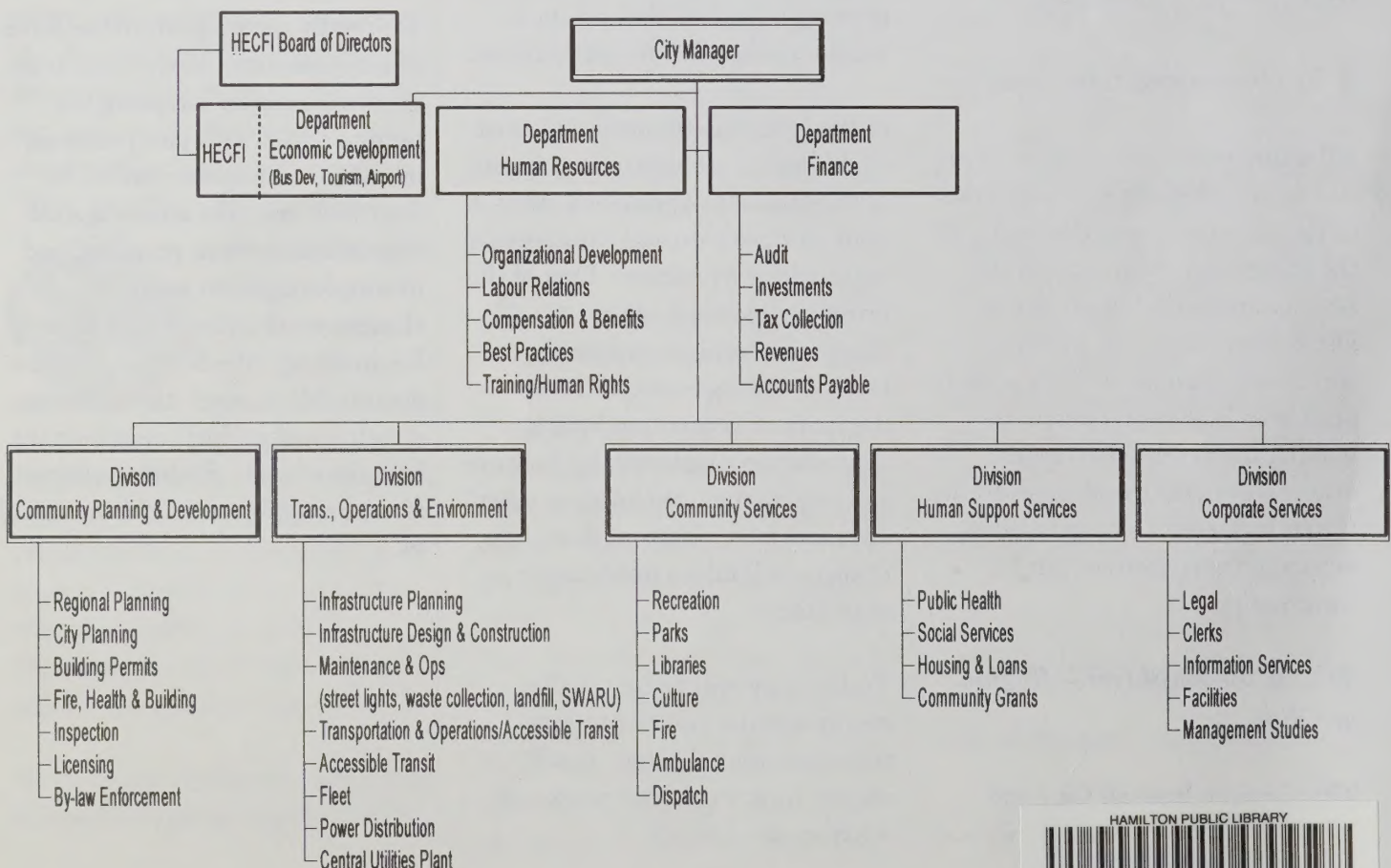
-  **The Change Report** – a monthly employee newsletter dedicated to providing information on the reorganization. To be distributed to all employees in hard copy. Also available on the Intranet (type *RNET* on the address line when you are surfing the World Wide Web).

 **"Dial 4167"** – A 24 hour telephone message centre where you can leave a confidential question or comment at 546-4167. Responses to questions to be published in The Change Report and ideas forwarded to the City Manager.
-  **Rumour Board** – Send an email to "Rumour Board" with the most recent rumour and have it confirmed within 24 hours.

 **Open Houses/Employee Forums** – City Manager to lead a series of information and Q-and-A sessions in Council Chambers. First session scheduled for January.

 **Quick Facts** – Use of the existing email system to distribute fast breaking news.

Amalgamated Structure



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